

# **Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

## **DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE (DPMO)**



**February 2007**

(This page intentionally left blank.)

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)  
 Budget Activity (BA) #: 04**

	<u>FY 2006</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2007</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2008</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2009</u> <u>Estimate</u>
DPMO	15,801	148	82	16,031	273	96	16,400	277	23	16,700

**I. Description of Operations Financed:**

The United States Government (USG) has committed to its military members, Department of Defense (DoD) civilians, and DoD contractors that if they become missing from their units, are captured, or die while serving our Nation in combat, every effort will be made to recover them alive or, should they not survive their incident, to recover and return their remains with dignity and honor. As part of the USG commitment to obtain the fullest possible accounting for American personnel, the DPMO develops and recommends policy guidance for the Under Secretary of Defense for Policy (USD(P)) and oversees implementation of USG policy, on behalf of USD(P), for both personnel accounting and personnel recovery. As a field agency, the DPMO also conducts research and analysis, investigations, family advocacy, and public outreach related to accounting for missing personnel missing from past conflicts. Lastly, the DPMO provides direct analytical, investigative, and administrative support to the U.S.-Russia Joint Commission (USRJC) on POW/MIAs.

This budget funds the activities associated with operating DPMO to include personnel salaries; travel and training expenses; rent and utilities; purchased communications; information systems; archival research and analysis; outreach programs; inter-agency services; and publications in hard copy and on the internet.

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**Personnel Accounting:** When American personnel remain captive, missing, or otherwise unaccounted for at the conclusion of hostilities, the DoD accounting community becomes responsible for determining the fate of the missing, and where possible, recovering them alive or, if that is not possible, locating, recovering, and identifying and returning their remains. To accomplish this goal, the DPMO develops and recommends personnel accounting policy guidance, oversees the implementation of existing USG policy, and provides coordination and oversight to the worldwide accounting community. The DPMO develops courses of action to move unresolved cases toward the fullest possible accounting; maintains unique and comprehensive personnel accounting-related records to support case investigation, research, and analysis; investigates cases; and interviews witnesses. The DPMO establishes and leads a communications and outreach program to share information on DoD personnel accounting and recovery programs and activities with Congress, the families of prisoners of war and missing personnel, veterans' service organizations, and the general public. This program includes review, declassification, and transfer of releasable accounting-related information to the Library of Congress (LoC) for access by the public. The DPMO ensures the Intelligence Community is appropriately tasked to support the personnel accounting mission.

THE DPMO works closely with the U.S. Pacific Command's Joint POW/MIA Accounting Command (JPAC), an operational agency responsible for worldwide research, investigation, excavation, and remains identification relating to those unaccounted for from past conflicts; the Armed Forces Institute of Pathology's Armed Forces DNA Identification Laboratory (AFDIL); the Air Force's Life Sciences Equipment Laboratory (LSEL); and the Military Services casualty offices that support the remains identification process in performing its personnel accounting mission.

The personnel accounting mission encompasses five key processes and two supporting functions that are common for all conflicts.

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**I. Description of Operations Financed (continued):**

**Personnel Recovery:** The number one priority of the USG is live recovery of isolated personnel. The DPMO provides policy oversight for the mission to recover isolated, captured, or missing men and women placed in harm's way while serving our Nation in hostile situations. These actions, defined as "personnel recovery," are the sum of civil, military, and political acts needed to gain the rescue or release of America's men and women. The DPMO coordinates within the DoD and the interagency community on the full range of policy matters involving all aspects of the Nation's personnel recovery capabilities. This includes developing and implementing policy governing search, rescue, escape, and evasion.

**Key processes**

- **International Negotiation and Cooperation:** Under the DPMO's leadership, various DoD organizations negotiate with foreign governments to gain access for research, investigation, excavation, and artifact or remains recovery. The DPMO also works with other DoD and interagency organizations to ensure that USG senior leaders reinforce, in their dealings with foreign officials, the importance the American people and government place in their cooperation on POW/MIA issues. As a rule, the DPMO emphasizes the humanitarian nature of the accounting mission and maintains its separation from other military-to-military and bilateral issues. This approach enables the USG to pursue the accounting mission in cases where other bilateral relations were non-existent or strained. The approach enables the DPMO, in conjunction with the Department of State (DOS), to seek innovative ways to leverage humanitarian work to encourage other nations to adopt common perspectives and procedures that advance our ability to operate in coalitions and cooperate on common security challenges.
- **Research and Analysis:** Intelligence specialists, analysts, and researchers focus efforts on determining precisely what happened to those who went missing, developing leads for and documenting subsequent investigations, and compiling information that will provide answers to families. The DPMO's Research and Analysis (RA) Directorate

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**I. Description of Operations Financed (continued):**

plays a key role in accounting for American POW/MIAs by locating, reviewing, and analyzing historical documents containing details about the context and circumstances of an individual's loss. In addition to carrying out case-specific research and analysis, RA historians are developing broader geographic area studies that investigate the history of missing personnel in specific geographic regions and as the result of large-scale battles. This type of information will help families better understand the context of their loved one's loss and assist in directing worldwide investigating operations.

- Investigations: The DPMO sends personnel to the field to augment JPAC's worldwide investigative capacity, particularly in the former Soviet Bloc nations where the DPMO personnel interview eyewitnesses and former Soviet and Warsaw Pact military and government officials who served in war zones or might otherwise have POW/MIA-related information. These investigators also review foreign military records and foreign periodicals, books, and memoirs for information that might lead to resolving the fate of missing American service personnel. They also seek to locate and correlate crash and grave sites believed to contain the remains of missing American service personnel.
- Excavations: The JPAC's excavation missions range up to 60 days depending on the location, terrain, and excavation methods. Recovery teams employ excavation methodologies founded in the principles of archaeology and are directed by an archeologist or anthropologist who typically has a doctorate in forensic archaeology (excavating human remains) and/or forensic anthropology (identifying human remains).
- Identification of Remains: Upon arrival and transfer of custody to the JPAC, all remains and material evidence are assigned an accession number and stored in a secure area during all stages of analysis. The JPAC employs a variety of scientific and forensic tools to establish the identification of missing Americans, to include analysis of skeletal and dental remains, mitochondrial DNA, material evidence, personal effects, and life-support equipment. The DPMO, JPAC, and AFDIL review current

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**I. Description of Operations Financed (continued):**

identification processes and recommend measures to increase the number of identifications while maintaining scientific integrity of the overall process.

**Supporting Functions**

- Service Casualty Offices and Family Communications: The Military Departments maintain casualty offices for their respective services. The DOS and the Central Intelligence Agency (CIA) do the same for U.S. civilians not affiliated with a military service. Personnel in these offices are the primary liaison between the families and the USG for matters relating to personnel accounting. The DPMO is responsible for reviewing existing processes so these offices can provide the best service for the families. This responsibility includes:
  1. Ensuring communications with family members go through the respective Service casualty offices and that DoD personnel accounting organizations respond to queries in a timely manner;
  2. Assessing the presentation of remains identification packages to the families to ensure notification occurs as expeditiously as possible, and that information packages are clear and comprehensible to lay persons prior to being presented to families; and
  3. Evaluating how a family may appeal the identification, safeguarding the right to independent review and examining the utility of adding scientists into the review mechanisms.
- Public Outreach: The USG must ensure the entire process is transparent to all concerned. This requires active outreach and effective communication efforts to involve the families of missing personnel; increase public awareness; and to educate and inform the American public of the efforts of the accounting community. Public outreach plays an important role in generating new leads on cases. It also supports the identification process by generating public awareness and interest that helps locate sources of potentially useful information and family members to provide DNA

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**I. Description of Operations Financed (continued):**

family reference samples. The DPMO facilitates the USG's outreach effort by conducting the national Family Update Program and informing the public of its purposes. This program is designed to reach out to families through a series of informational briefings and case reviews conducted on a monthly basis, annually throughout the country.

**U.S.-Russia Joint Commission Support (USRJC):** The USRJC on POW/MIAs was established in March 1992 and is a presidentially-appointed commission that focuses on accounting for missing American service members in Russia, other countries of the former Soviet Union, and Eastern and Central Europe. The DPMO provides administrative and analytical support to the USRJC through offices in Washington, D.C. and the U.S. Embassy in Moscow.

The DPMO fulfills its resource oversight role by ensuring DoD personnel accounting and personnel recovery communities' resources are planned, programmed, budgeted, and executed in accordance with legislative and DoD guidance. This ensures the most efficient and effective use of resources within the DoD.

**II. Force Structure Summary: N/A**



DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates

III. Financial Summary (\$ in thousands):

	FY 2007							
	FY 2006 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2008 <u>Estimate</u>	FY 2009 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
<b>A. <u>BA Subactivities</u></b>								
DPMO	15,801	16,191	-160	-1.0	16,031	16,031	16,400	16,700
<b>B. <u>Reconciliation Summary</u></b>				<u>Change</u> <u>FY 2007/FY 2007</u>	<u>Change</u> <u>FY 2007/FY 2008</u>		<u>Change</u> <u>FY 2008/FY 2009</u>	
<b>Baseline Funding</b>				16,191	16,031		16,400	
Congressional Adjustments (Distributed)					n/a		n/a	
Congressional Adjustments (Undistributed)				-87	n/a		n/a	
Adjustments to Meet Congressional Intent				-8	n/a		n/a	
Congressional Adjustments (General Provisions)				-65	n/a		n/a	
<b>Subtotal Appropriated Amount</b>					n/a		n/a	
Fact-of-Life Changes (CY to CY Only)					n/a		n/a	
<b>Subtotal Baseline Funding</b>					n/a		n/a	
Anticipated Supplemental					n/a		n/a	
Reprogrammings					n/a		n/a	
Price Changes					273		277	
Functional Transfers				n/a			n/a	
Program Changes				n/a	96		23	
<b>Current Estimate</b>				16,031	16,400		16,700	
Less: Wartime Supplemental								
<b>Normalized Current Estimate</b>				16,031	16,400		16,700	

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**III. Financial Summary (\$ in thousands):**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
<b>FY 2007 President's Budget Request (Amended, if applicable)</b>	16,191	<b>16,191</b>
1. Congressional Adjustments		-160
a. Distributed Adjustments		
b. Undistributed Adjustments - Unobligated Balances	-87	
c. Adjustments to meet Congressional Intent		
d. General Provisions		
1) Sec 8106 - Economic Assumptions	-54	
2) Sec 8097 - Excessive growth in travel and transportation	-11	
e. Congressional Earmarks - Sec 8044 - Indian Lands Environmental Impact	- 8	
<b>FY 2007 Appropriated Amount</b>		<b>16,031</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		-
a. Functional Transfers		
b. Technical Adjustments		
1) Increases: To the category "Other Intra-Government Purchases", Object Class 25.3, were not attributable to Program Growth, but rather a re-alignment of funding from the "Other Contracts", Object Class 25.2, and "Contract Studies and Analysis", Object Class 25.2 categories. DPMO's Other Intra-Governmental Purchases include: International Cooperative Administrative Support Services (ICASS) Agreements with Department of State, National Archives and Records Administration (NARA), National Personnel Records Center (NPRC), Oak Ridge Institute for Science and Education (ORISE), Federal Systems Integration Management (FEDSIM), Mass Transit, Personnel Security Investigation (PSI) Security Clearances, Moscow Guards, Chief Information Officer (CIO) Security Testing, Language Lab, and Defense Travel System (DTS). These technical adjustments were made to reflect actual budget execution.	3,749	

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**III. Financial Summary (\$ in thousands):**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
2) Decreases: To the categories "Other Contracts", Object Class 25.2 and "Contract Studies and Analysis", Object Class 25.2, were not attributable to Program Growth, but rather a re-alignment of funding to the "Other Intra-Government Purchases", Object Class 25.3 category. DPMO's Other Intra-Governmental Purchases include: ICASS Agreements with Department of State, NARA, NPRC, ORISE, FEDSIMS, Mass Transit, PSI Security Clearances, Moscow Guards, CIO Security Testing, Language Lab, and DTS. These technical adjustments reflect actual budget execution.	-3,749	
<b>FY 2007 Baseline Funding</b>		<b>16,031</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2007 Estimate</b>		<b>16,031</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2007 Normalized Current Estimate</b>		<b>16,031</b>
6. Price Change		272
7. Functional Transfers		
8. Program Increases		341
a. Annualization of New FY 2007 Program		
b. One-Time FY 2008 Increases		
c. Program Growth in FY 2008		
1) Effect of 2 additional paid working days. (FY 2007 Base: \$8,476)	317	
2) Payments to DFAS increase due to volume of support provided. (FY 2007 Base: \$340)	24	
9. Program Decreases		
a. Annualization of FY 2007 Program Decreases		
b. One-Time FY 2007 Increases		
c. Program Decreases in FY 2008		-245

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**III. Financial Summary (\$ in thousands):**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
1) Estimated program decreases in Other Intra-Government Purchases resulting from a slight decrease in the level of activity with other agencies. (FY 2007 Base: \$3,749)	-144	
2) Estimated program decreases in Other Contracts resulting from a slight decrease in the level of contracted activity. (FY 2007 Base: \$1,031)	-101	
<b>FY 2008 Budget Request</b>		<b>16,400</b>
10. Price Change		277
11. Functional Transfers		
12. Program Increases		26
a. Annualization of New FY 2008 Program		
b. One-Time FY 2009 Increases		
c. Program Growth in FY 2009		
1) Payments to DFAS increase due to volume of support provided. (FY 2008 Base: \$348)	26	
13. Program Decreases - Reduced supplies and materials. (FY 2008 Base: \$145)	-3	-3
<b>FY 2009 Budget Request</b>		<b>16,700</b>

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Overall Assessment** - The DPMO continues to facilitate effective leadership of the DoD effort to account for and recover POWs and missing personnel, while informing stake holders of USG efforts and making releasable accounting and recovery information accessible to all. In addition, the DPMO, with National Security Council (NSC) endorsement, has led an interagency effort to draft the first National Personnel Recovery Strategy. The DPMO is re-examining its strategy and developing metrics and measures for future budget submission reporting that should be available for use in the FY 2009 budget cycle. A description of DPMO's activity, effectiveness, and future plans follows.

**Personnel Accounting Policy**

The DPMO provides policy, control, and oversight to worldwide accounting efforts for Americans from past wars, including the World War II, the Korean Conflict, the Cold War, the Vietnam War, and the 1991 Gulf War. This role includes leading negotiations with foreign governments to gain access for research, investigations and excavations, and overseeing technical discussions on these matters by other DoD organizations. The DPMO also works with other DoD and interagency organizations to ensure that senior U.S. Government (USG) leaders, when working with foreign officials, reinforce the importance the American people and the USG place on a foreign government's cooperation on POW/MIA issues. The DoD POW/MIA accounting organizations also will continue to train and engage in professional exchanges with foreign civilian and military personnel involved in similar scientific, forensic, archival, and remains recovery efforts, to leverage their capabilities. The DPMO will work to persuade host nations to become more pro-active in encouraging their citizens to provide relevant information, locate pertinent wartime documents, support flexible field operations; and where appropriate, the DPMO will work with neighboring countries to address American losses in border regions.

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Vietnam War** - The DPMO continued its efforts to increase bilateral transparency in POW/MIA accounting efforts with Vietnam, Cambodia, and Laos, and to encourage an open dialogue between the countries of Indochina to enhance mission effectiveness. Combining strategic engagement and analytic assessment with unilateral and joint fieldwork, the DPMO provided the architecture for increased access and accounting operations effectiveness.

In FY 2008-2009, the DPMO goals include gaining unrestricted access to Vietnam's Central Highlands and increasing the effectiveness and breadth of the Vietnam archival research program, increasing flexibility for operational scheduling in Laos based on efficiency versus geographic location, and continuing to accelerate accounting operations in Cambodia by doubling the planned number of events. The DPMO also will continue to pursue efforts to acquire information from classified Vietnam War holdings of the Russian and other former Soviet and East European archives.

**Korean War** - DPMO researchers and analysts continued extensive research in FY 2008-2009 in Washington DC, St. Louis, Missouri, and in other military history centers on Korean War losses. DPMO specialists collected information to support remains identification efforts on remains recovered from the Korean Peninsula and China from 1990 to 2005. The DPMO researchers will continue to develop leads for JPAC investigations in South Korea in FY 2008 and out. While the DPMO is unable to operate in North Korea, DoD plans to expand the scope of accounting operations in South Korea. The DPMO's research efforts further supported a joint DPMO, JPAC and Armed Forces DNA Identification (AFDIL) working group that continues to develop information on the 865 unknown servicemen buried in the National Memorial Cemetery of the Pacific.

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Surviving veterans are a key information source for developing leads on Korean War unaccounted for servicemen. In FY 2006, DPMO interviewed more than 170 veteran sources who provided valuable information on America's Korean War losses that has been crucial to establishing and verifying 24 prison camp populations. These camps accounted for the deaths of more than 2,400 American servicemen during captivity. These interviews also assisted in pinpointing other prison camp and potential burial locations for future excavation. The Korean War Oral History Program will continue through FY 2009. The DPMO is also working with AFDIL on a campaign to collect DNA family reference samples from the families of all those who are still unaccounted for to assist in the remains identification process.

The DPMO analysts have analyzed thousands of pages of Korean War materials, resulting in notification to 278 next-of-kin families. In FY 2008-2009, the DPMO analysts will review and analyze the output of a major archival research contract begun in FY 2007. The research was conducted in the classified holdings of several Russian archives.

**Cold War** - In the context of support to the USRJC, the DPMO continued to investigate the fates of personnel lost on 10 flights over or near Soviet territory during 1950-65, including 77 individuals still unaccounted for as of FY 2006. Additionally, 19 Americans are still unaccounted for from three aircraft losses over or near China, and 29 are unaccounted for from one aircraft loss off the North Korean coast. With the exception of two pilots known to have perished when the Chinese shot down their aircraft in Northeast China, the remaining 123 personnel unaccounted for during the Cold War were believed to have been lost over water. Based on continuing analysis of the results of this one Cold War site survey, we will assess whether an additional excavation at the crash site is warranted. With this single exception, in FY 2007, FY 2008 and FY 2009 the Department will concentrate efforts to account for Cold War losses on conducting archival research,

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

identifying potential witnesses, and analyzing material on hand. As part of this effort, in FY 2007 the DPMO will coordinate an analytic review of Cold War cases to ensure its database is accurate and remains complete.

**World War II** - DPMO will focus on finishing the Personnel Missing Second World War Database (PMWWII) database in FY 2008-2009 and make it available to the USG accounting community, families, veteran service organizations, and the general public. Additionally, the DPMO plans to continue its outreach program to private and non-governmental groups in an effort to increase potential recovery opportunities, while maintaining requisite excavation standards. Although activities of the WWII accounting program will increase in FY 2007, full capability will not be realized until FY 2008 or beyond. The DPMO is pursuing the potential for facilitating U.S. European Command's redevelopment and implementation of an internal historical accounting capability.

The DPMO will continue its archival and investigative efforts in Russia, the other countries of the former Soviet Union, and throughout Eastern and Central Europe. In FY 2008-2009, the program will focus on those areas and archives offering the greatest potential to provide relevant data regarding American servicemen still missing from that region. Cases of particular interest involve losses in the Czech Republic, Hungary, Bosnia-Herzegovina, Croatia, Serbia, Poland, Slovakia, and the Russian Far East. Lastly, the DPMO will focus research efforts into the burial records for unknowns from the WWII era to identify as many of these individuals through research as possible, and continue to refine the scope of those thought to be missing from WWII.



**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Personnel Recovery Policy**

DPMO continues to work with interagency partners to develop a national system designed to reduce the likelihood of personnel becoming isolated, increase captivity survivability, and produce a coordinated and effective response to recover isolated personnel. With NSC sponsorship, the DPMO proposed a national personnel recovery strategy that will, for the first time, direct USG agencies to plan, train and equip for personnel recovery at the national and interagency levels. It will ensure USG efforts are synchronized and all USG personnel recovery operational and intelligence capabilities are fully integrated and prepared to respond to personnel recovery events. In FY 2006, the DPMO chaired more than a dozen interagency level meetings where participants drafted the strategy. This strategy is currently being coordinated within the National Security Council (NSC). Anticipating final coordination on the national strategy in FY 2007, the DPMO will then lead in the development of the comprehensive personnel recovery strategy and its implementation which is planned for FY 2008-2009.

A key component of this strategy is to foster interagency cooperation. In FY 2008-2009, the DPMO will attend Combatant Command (COCOM) theater security cooperation working groups to discuss these initiatives and assess COCOM requirements.

In FY 2006, the DPMO advanced NATO efforts to develop and ratify personnel recovery policy and doctrine. This new framework will improve coalition operations and foster interoperability with U.S. forces. NATO's recent assumption of security responsibilities in Afghanistan supports continuance of similar efforts in FY 2008-2009.

In FY 2008-2009, DPMO will continue to update and consolidate all DoD personnel recovery policy, incorporating lessons learned during Operations Enduring and Iraqi Freedom

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

(OEF/OIF) and to address the asymmetric nature of the current environment. These actions will continue to address the full spectrum of personnel recovery in the Department.

**Research and Analysis**

DPMO intelligence specialists, analysts, and researchers focus on determining precisely what happened to those who went missing, developing leads for and documenting subsequent investigations, developing information that will support remains identifications, and compiling information that will provide answers to families. In FY 2008-2009, DPMO's goal is develop a data system capable of delivering real-time access throughout the Personnel Accounting Community and to ensure analysts and researchers employ the most up-to-date analytic tools and methodologies available.

**Investigations**

The DPMO augments the investigative capacity of the JPAC's worldwide field activities. During FY 2006, DPMO personnel interviewed witnesses and former Soviet and Warsaw Pact military and government officials that either served in war zones or might otherwise have POW/MIA-related information. In FY 2007 DPMO personnel participated in a JPAC-initiated training program aimed at standardizing investigative and reporting procedures and improving the integration of each organization's work. In FY 2008-2009, DPMO will participate in JPAC investigative field activities.

**Outreach**

The DPMO's outreach efforts also include an expansive, well-blended, and aggressive public affairs program that includes news articles and radio announcements, television

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

coverage, and print articles. The DPMO continues an aggressive outreach effort with its highly successful Family Update Program. Each year, the DPMO hosts eight meetings held in major cities across the United States. The DASD sends personal invitational letters to families encouraging their attendance at Family Updates and annual government briefings. The DPMO also invites members of Congress and their staffs whose state and district offices are near each Family Update to attend these meetings to build awareness and foster support for USG worldwide accounting efforts. Annual Family Update attendance averages between 1,000 and 1,200 family members. Attending family members are briefed face-to-face on government procedures, processes, and efforts to account for Americans missing from World War II, Cold War, the 1991 Gulf War, and the Korean and Vietnam conflicts. During these meetings, family members have access to government experts who explain the use of cutting-edge technologies to research, investigate, recover, and identify remains, including the latest archeological techniques, mitochondrial DNA analysis, archival research, and other important topics. Families also are able to review details of their missing family members' loss cases and discuss issues with the attending subject matter experts.

Additionally, the DPMO conducts two annual government meetings in the Washington metro area for the families of the missing from the Korean and Cold Wars and the Vietnam War. Approximately 400-500 family members attend these meetings annually. Each of these meetings provides access to families for whom we have no DNA family reference samples (FRS) and enables the USG to collect these FRS critical to the accounting process.

The DPMO continues to conduct special meetings and distribute news releases and other items of interest to news media, families, veterans' service organizations, and congressional members. Annually, on behalf of the Secretary of Defense, the DPMO commissions, prints, and distributes worldwide a unique poster commemorating National

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

POW/MIA Recognition Day, in an effort to increase public awareness of the POW/MIA issue. The posters are distributed to the Military Services, the Department of Veterans Affairs, the majority of veterans' service organizations, families of the missing organizations, and interested Americans.

The DPMO also publishes and distributes a periodic newsletter to families, the veterans' community, and interested members of the public. The DPMO Internet Web Site is constantly updated and periodically reconfigured to a more user-friendly format. It contains useful information for family members, researchers, and the general public. The DPMO Internet web site receives as many as 400,000 "hits" per week from interested readers.

As required by law and executive order, the DPMO has redacted and placed into the public domain, in the Library of Congress (LOC), more than a million pages of Vietnam conflict POW/MIA-related materials with electronic shipments continuing quarterly. The current collection is on microfilm and not viewable on the Internet; however, the DPMO has converted the collection to digital image and contracted with the LOC to index and make the collection publicly accessible through the LOC web site on the Internet. On average, the public accesses the POW/MIA collection web site more than 60,000 times per quarter searching for information on the POW/MIA accounting issue.

Interest remains high on progress in Vietnam War and Korean War accounting efforts. The congressionally-authorized Coincidental Travel Assistance Program (COIN Assist) funds transportation for family members to attend the two annual government meetings. The program was implemented for family members of Americans missing from the Vietnam conflict, but in FY 2002 Congress extended it to include families of those Americans missing from the Korean and Cold Wars. Implementation of the program continues to

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

contribute significantly to the number of family members who are able to attend the annual Korean/Cold War government briefings. Family members, veterans, and the public continue to express great appreciation for the USG's efforts to continue openness, transparency, and voluntary sharing of its information and efforts concerning the personnel accounting mission.

**V. Personnel Summary**

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>Change</u>	
					<u>FY 2007/ FY 2008</u>	<u>FY 2008/ FY 2009</u>
<u>Active Military End Strength (E/S) (Total)</u>	46	46	46	46	0	0
Officer	31	31	31	31	0	0
Enlisted	15	15	15	15	0	0
<u>Civilian End Strength (Total)</u>	69	69	69	69	0	0
U.S. Direct Hire	69	69	69	69	0	0
<u>Active Military Average Strength (A/S)</u>						
(Total)	46	46	46	46	0	0
Officer	31	31	31	31	0	0
Enlisted	15	15	15	15	0	0
<u>Civilian FTEs (Total)</u>	69	69	69	69	0	0
U.S. Direct Hire	69	69	69	69	0	0
Average Annual Civilian Salary (\$)	109,623	123,420	131,377	134,391	7,957	3,014

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2008/FY 2009 Budget Estimates**

**VI.OP 32 Line Items as Applicable (Dollars in thousands):**

	<u>Change</u> <u>FY 2006/FY 2007</u>			<u>Change</u> <u>FY 2007/FY 2008</u>			<u>Change</u> <u>FY 2008/FY 2009</u>			<u>FY 2009</u> <u>Estimate</u>
	<u>FY 2006</u>	<u>Price</u>	<u>Program</u>	<u>FY 2007</u>	<u>Price</u>	<u>Program</u>	<u>FY 2008</u>	<u>Price</u>	<u>Program</u>	
	<u>Actual</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	
101 Exec, Gen & Spec Schedules	7,515	165	796	8,476	231	317	9,024	207	0	9,231
107 Voluntary Separation & Incentive Pay	49	1	-10	40	1	0	41	1	0	42
308 Travel of Persons	886	0	-102	784	18	0	802	0	0	802
673 Payments to DFAS	300	-28	68	340	-16	24	348	-18	26	355
912 SLUC (GSA Leases)	1,227	0	-100	1,127	27	0	1,154	27	0	1,181
914 Purchased Communications	175	4	62	241	6	0	247	5	0	252
915 Rents	6	0	-6	0	0	0	0	0	0	0
920 Supplies & Materials (Non-SF)	238	6	-102	142	3	0	145	3	-3	145
921 Printing and Reproduction	41	0	-14	27	1	0	28	0	0	28
933 Contract Studies & Analysis	1,366	0	-1,295	71	2	0	73	1	0	74
987 Other Intra-Government Purchases	0	0	3,749	3,749	0	-144	3,605	42	0	3,647
989 Other Contracts	3,997	0	-2,966	1,031	0	-101	930	9	0	939
998 Interest & Dividends	1	0	2	3	0	0	3	0	0	3
9999 Total	15,801	148	82	16,031	273	96	16,400	277	23	16,700